

Message Text

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ACTION ARA-10

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STADIS//////////

FOR ASSISTANT SECRETARY ROGERS

EO 11652: N/A

TAGS: AMGT, XM

SUBJECT: PROPOSED REORGANIZATION OF ARA

1. I APPRECIATE THE OPPORTUNITY TO COMMENT ON YOUR IDEAS ABOUT REORGANIZING ARA. THE STEPS THAT YOU HAVE TAKEN TO DATE, ESPECIALLY INCREASED FLOW OF INFORMATION FROM ARA, WHICH YOU DESCRIBED IN YOUR MESSAGE HAVE BEEN SIGNIFICANT AND HELPFUL. I SHARE YOUR VIEW THAT A LEAN STAFF CAN BE A BETTER ONE AND THAT FUNCTIONAL ASPECTS WITHIN THE BUREAU NEED TO BE STRENGTHENED. HOWEVER, MY GENERAL REACTION TO THE WAY YOU MIGHT PROCEED TO REORGANIZE THE BUREAU IS THAT YOU ARE ON THE VERGE OF MAKING A MAJOR MISTAKE. MY CONCERN IS THAT YOU ARE BEING DRIVEN TO REORGANIZATION OF THE STRUCTURE BECAUSE OF THE KINDS OF PROBLEMS WHICH ARE REACHING YOUR DESK AND THOSE OF YOUR DEPUTIES. THERE IS AN ENORMOUS AMOUNT OF USEFUL WORK, MUCH OF IT BILATERAL, WHICH DOES NOT REACH YOU, CONDUCTED BY THE COUNTRY DIRECTORATES. TO THROW AWAY THE COUNTRY DIRECTOR AND THE DESK OFFICER CONCEPT WHEN THE WORLD IS STILL ORGANIZED ALONG LINES OF NATION STATES STRIKES ME AS BEING A WAY TO WEAKEN YOUR CAPACITY WITHIN THE USG TO EXERCISE LEADERSHIP OF OPERATIONS AND POLICIES RELATED TO LATIN AMERICA. I THINK THE OPPORTUNITIES TO UTILIZE THE PRESENT COUNTRY DIRECTOR SYSTEM ARE NOT FULLY UTILIZED. TOO MUCH RESPONSIBILITY HAS DRIFTED UPWARD FROM THE COUNTRY DIRECTOR TO DEPUTY ASSISTANT SECRETARIES. A STREAMLINING AT THE DEPUTY

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ASSISTANT SECRETARY LEVEL WOULD PROVIDE AN OPPORTUNITY TO GIVE

GREATER RESPONSIBILITIES TO THE COUNTRY DIRECTORS AND PERMIT THEM TO WORK DIRECTLY WITH YOU ON PROBLEMS, CONCEPTS AND NEGOTIATIONS. YOUR PROPOSAL WILL INCREASE THE VOLUME OF WORK BY THE DEPUTY ASSISTANT

SECRETARIES FOR THE LATIN AMERICAN EMBASSIES BASED IN WASHINGTON. ABOUT 15 COUNTRIES WILL BE ABANDONED BY YOUR ORGANIZATION AND THE US INTERESTS IN THOSE COUNTRIES SUBSUMED IN GENERALIZED FUNCTIONAL OFFICES. I DOUBT SERIOUSLY THAT THIS WILL WORK. I SUSPECT IT WILL BE CONSIDERED BY LATIN AMERICA AS THE NEW FORM OF BENIGN NEGLECT.

2. I ACCEPT THE WISDOM OF ELIMINATING THE DEPUTY OFFICE DIRECTORS, PARTICULARLY IF THE AID WORK IN THE BUREAU IS TO BE PULLED TOGETHER AND PLACED DIRECTLY UNDER AID OFFICERS. MAYBE THIS IS THE WAY IT SHOULD BE NOW, GIVEN THE BUILD-UP IN MULTILATERAL ASSISTANCE AND THE CUTBACK IN BILATERAL AID. HOWEVER, TO THROW AWAY THE COUNTRY DIRECTOR SYSTEM AT THE SAME TIME WILL WEAKEN THE ABILITY OF ARA TO MAKE ITS POLICY INPUTS INTO AID DECISIONS. YOU MAY WIND UP WITH A NEAT POLICY PLANNING GROUP WITH NO WAY TO CARRY OUT POLICIES.

3. PERHAPS BECAUSE I HAVE NEVER HAD MUCH DIRECT WORKING RELATIONSHIP WITH THE OAS, I HAVE FELT THAT OUR OAS MISSION IS OVERSTAFFED. IT IS CONSIDERED A PART OF THE ARA BUREAU, UNLIKE ANY OTHER MISSION WE HAVE.

4. I HOPE THAT THE WORDS "GREATER FLOW OF OUTSIDE TALENT" DO NOT MEAN A FLOOD. IF YOU WISH TO ENCOURAGE AND STIMULATE GREATER PRODUCTIVITY AND IMAGINATION ON THE PART OF THE CAREER OFFICERS IN ARA YOU WILL BE WORKING AT CROSS PURPOSES IF YOU BRING ON BOARD, EVEN TEMPORARILY, LARGE NUMBERS OF OUTSIDERS.

5. I TRUST THAT MY REACTIONS WILL BE OF SOME ASSISTANCE ALTHOUGH I DARE SAY THEY WILL BE CHARACTERIZED BY SOME AS "TRADITIONAL." YET I RECALL IT WAS ONLY A FEW YEARS AGO THAT WE INSTITUTED THE COUNTRY DIRECTOR SYSTEM AND AT THAT TIME WE USED WORDS SIMILAR TO THOSE YOU ARE EMPLOYING ABOUT STRENGTHENING THE WORK OF THE BUREAU. IN ADDITION TO PUBLIC AND CONGRESSIONAL RELATIONS AND BETTER ANALYSIS AND RECOMMENDATIONS, THE COUNTRY DIRECTORS WERE TO CARRY OUT THE DEPARTMENT'S MANDATE TO COORDINATE THE LARGE LIMITED OFFICIAL USE

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NUMBER OF US AGENCIES INTERESTED IN AND WORKING WITH LATIN AMERICAN COUNTRIES. THIS NEED STILL EXISTS.
STEDMAN

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